

1. What is the Business Enterprise Architecture (BEA)?

The Business Enterprise Architecture (BEA) is the enterprise architecture for the Department of Defense's (DoD's) business information infrastructure and includes processes, data, data standards, business rules, operating requirements, and information exchanges. The BEA serves as the blueprint to ensure the right capabilities, resources and materiel are rapidly delivered to our warfighters through ensuring accurate, reliable, timely and compliant information across the DoD. The BEA achieves improved support to the warfighter through enabling streamlined processes, getting the Armed Forces what they need, where they need it, when they need it.

2. Where can I find a copy of the BEA?

The BEA 3.0 and 3.1 versions can be found at the Defense Business Transformation web site at www.dod.mil/dbt under the BEA section.

3. Why is the BEA important to the Department of Defense?

The BEA is critical to the DoD because it defines, from a technical perspective, the Department's Defense Business Transformation priorities, business capabilities required to support those priorities, and combinations of systems and initiatives that enable these capabilities. The BEA articulates the future vision of change within the Department's business enterprise. The BEA guides and constrains investments that impact business operations in the DoD.

4. What are the DoD's Business Enterprise Priorities? How do they relate to the BEA?

Six strategic Business Enterprise Priorities (BEPs) serve as the fundamental drivers that guide BEA development. The six priority areas, which shape and guide the construction of the BEA, are:

- Personnel Visibility
- Materiel Visibility
- Acquisition Visibility
- Real Property Accountability
- Common Supplier Engagement
- Financial Visibility

5. What is the Scope of the BEA? Will priorities change in each version?

Development of the BEA was constrained to align to the four "Golden Questions":

- Who are our people; what are their skills; where are they located?
- Who are our industry partners, and what is the state of our relationship with them?
- What assets are we providing to support the warfighter, and where are these assets deployed?
- How are we investing our funds to best enable the warfighting mission?

Additional Golden Questions may be added in the future. As new priorities are identified and existing priorities mature, the DoD may refine and extend the BEA to address these priorities.

6. Does the BEA 3.1 address gaps from the 3.0 version? What other revisions were made?

The BEA is scheduled to be released every six months as either a major release or a minor release, with BEA 3.0 as the initial baseline. Major releases have substantial new architecture content, potentially incorporating emerging enterprise priorities and capabilities in support of DoD Enterprise systems and initiatives. Minor releases typically do not contain new BEPs or Business Capabilities, but instead provide extension and clean up of the preceding release.

BEA 3.1 development efforts were focused on specific gaps present within version 3.0: (a) the Reimbursable piece of Intra-governmental Transactions (IGT) and (b) adjusting the representation of Environment Safety and Occupational Health (ESOH) within the BEA.

- Intra-governmental transactions are "transactions involving sales, services, or transfers between two entities of the federal government." IGT modifications for BEA 3.1 were focused on integration of IGT functionality for reimbursable orders for the Financial Visibility (FV) and Common Supplier Engagement (CSE) BEPs.
- Environmental Safety and Occupational Health (ESOH) modifications focused on the realignment of processes and supporting data within the BEA.

Minor releases like the 3.1 will not typically contain new BEPs or Business Capabilities, but instead provide an extension and clean up of the preceding release. The 3.1 version of the BEA includes content and technical clean up related to Real Property Accountability; Financial Visibility; Personnel Visibility; Common Supplier Engagement; and Materiel Visibility. In addition, the BEA 3.1 has new HTML features which link the BEA to the Enterprise Transition Plan (ETP); includes a road map of business capabilities to technical standards which is enabled by the creation of a “bridge” from the Systems View to Technical View products.

7. Has the scope in the BEA 3.1 changed from the initial scope in the BEA 3.0?

No. The transformation effort guiding BEA development focuses on providing tangible outcomes for a limited set of priorities and developing architectures that are linked, realistic, and actionable. The scope of BEA 3.0 was defined by six BEPs, which permits the BEA to evolve in a controlled and consistent fashion. As the minor release that follows BEA 3.0, BEA 3.1 continues these efforts.

8. Is the BEA the only transformation tool?

No. The BEA is one element of the DoD’s greater transformational effort, not the sole element. The major milestones for the systems and initiatives that are critical to achieving the transformation priorities are outlined in the ETP. Although the ETP is a separate document, the BEA and the ETP are integrated and cross-referenced at the appropriate intersections.

9. Does the BEA provide solutions?

No. The BEA provides the architectural framework for an information infrastructure for the DoD, including business rules, requirements, data standards, system interface requirements, and the depiction of policies and procedures. This framework is provided through a set of DoD Architecture Framework (DoDAF) products, including Operational, Technical Standard, System, and All View products.

The BEA is an enterprise-level transformation architecture. Under the tiered accountability paradigm, specific solutions will be developed at the Component and Program level, based upon the BEA.

10. Is the BEA the DoD Business Enterprise Architecture?

Yes. The BEA was developed under the DoD tiered accountability concept, reflecting the six BEPs within the five Core Business Missions (CBMs). Through this concept, a DoD Component is responsible for defining a Component-level architecture associated with their own tier of responsibility, while complying with the policy and BEA at the DoD Enterprise level.

Within the DoD Business Mission Area (BMA), the BEA and Component enterprise architectures provide the required guidance as part of a federated approach. Additionally, the BEA is federated with the Federal Enterprise Architecture (FEA) and other external architectures. Subsequent releases of the BEA will continue to use a federated approach to define and enforce the seams or interfaces between each tier, thus ensuring interoperability and information flow to support decision making at the appropriate level.

System interoperability is a goal of BEA. Building interoperability across DoD is a key benefit of the BEA. The framework and architecture products developed for the BEPs will be extended to all defense business systems and initiatives to provide interoperability.

11. Does the BEA use the DoD Architecture Framework? If so, what products are included?

Yes. The BEA consists of DoDAF products essential for an integrated architecture. Specific DoDAF products developed are: AV-1, AV-2, OV-2, OV-3, OV-5, OV-6a, OV-6c, OV-7, SV-1, SV-5, SV-6 and TV-1.

12. How was the BEA developed and tested?

The BEA resulted from a collaborative effort of the BEPs and represents an integration of individual BEP-specific products. The BEA was tested from three view points: Product Integration; BEP Integration and the BEA integration. In addition we ensure BEA products are truly integrated through product integration testing of: definitions; relationships; linkages; rules; interfaces and capabilities.

The BEA was developed based on the fundamental principles of tiered accountability. Under tiered accountability, organizations within the enterprise are accountable for achieving specific goals and meeting expectations. Architecture at the Enterprise level establishes interaction between Enterprise-wide activities and activities at lower-level tiers of the organization. Lower tiers, such as Components and Defense Agencies, maintain their own architectures which are federated to the DoD enterprise Architecture.

This federated approach for the BEA is markedly different from earlier attempts to manage a single, centralized architecture spanning the full range of functions and activities of the Department. This transformation effort focuses on providing tangible outcomes for a limited set of priorities, and on developing architectures that are linked, realistic, and actionable.

13. DoD is a uniquely large and complex agency. Can you provide some examples of how these challenges make something like the BEA more difficult at DoD than perhaps at other agencies?

DoD is the largest, most complex organization in the world. It manages more than twice the dollar volume of the world's largest corporation, employs more people than the population of some countries, provides medical care for as many patients as the largest health management organization, and carries 500 times the number of inventory items as the world's largest commercial retail operation—challenges of bringing this transformation effort under one roof obviously exist. Despite its size, DoD must be nimble, adaptive and flexible. Reconciling the apparent contradiction between size and flexibility—between complexity and adaptability—is the challenge of Defense Business Transformation. Due to the changing nature of the security threats to the nation, the Department cannot allow transformation complexities to impede dramatic, necessary change.

14. What are the next steps for the BEA?

As the BEA continues to mature, additional business processes and activities will be identified through business process reengineering efforts. Areas for future architecture development that have been identified include:

- Improving linkages to warfighter requirements and objectives;
- Enhancing the Planning, Programming, Budgeting, and Execution (PPBE) and program management portions of the BEA;
- Enhancing integration between DoD Enterprise and Component Enterprise architectures; and,
- Enhancing net-centricity in the BEA.

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